



Strategic Skills Initiative Research and ID Grant Cover Sheet

Economic Growth Region #4

1. Funding Request			
Requested: \$232,674		Start Date: 09/06/05	
End Date: 02/22/06			
2. Designated Grantee			
Organization Name: Tecumseh Area Partnership, Inc.			Telephone Number: 765.477.1710
Address: 2300 Concord Road			Fax Number: 765.471.7830
Address: P.O. Box 4729			Email Address:
City: Lafayette	State: IN	Zip + 4: 47903-4729	
County: Tippecanoe		FEIN: 35-1576936	
3. Contact Person			
X Mr. <input type="checkbox"/> Ms.		First Name: Roger	Last Name: Feldhaus
<input type="checkbox"/> Dr. <input type="checkbox"/> Other		Title: Executive Director	Telephone Number: 765.477.1710
Address: 2300 Concord Road			Fax Number: 765.471.7830
Address: P.O. Box 4729			Email Address: rfeldhaus@tap.lafayette.in.us
City: Lafayette	State: IN	Zip + 4: 47903-4729	
Member:	Name		

Lead Team Members

Name:	Industry:	Title:	Signature:
David R. McKinnis	Purdue University	Director, Technical Assistance Program	David R. McKinnis
James Z. Bailey	Ind. Tech. Community College of Indiana	Executive Director, Support Center	James Z. Bailey
Paul A. Christolm	PERRY CHEMICAL	PRESIDENT/CEO	Paul A. Christolm
James E. Ticks	MIAMI COUNTY ECONOMIC Development Authority	EXECUTIVE DIRECTOR	James E. Ticks
Gina Sheets	Clinton County Chamber of Com. Clinton County Economic Dev't	Director / CEO	Gina Sheets
Elizabeth Washington	Haynes Internat'l	Mar.-HR Serv.	Elizabeth Washington
Dennis Carson	CITY OF Lafayette	Director	Dennis Carson

**Application for Funds
Strategic Skills Initiative
Research and ID Grant
Economic Growth Region #4
Tecumseh Area Partnership, Inc. – Primary Agent
Workforce Development Strategies, Inc. – Secondary Agent**

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Executive Summary.

EGR #4 Consortium Executive Team.

- 1) **Mr. Jim Tidd**, Executive Director, Miami County Economic Development Authority, Peru
- 2) **Ms. Beth Washington**, Human Resources Manager, Haynes International, Inc., Kokomo
- 3) **Ms. Jan Bailey**, Executive Dean, Ivy Tech Community College, Logansport
- 4) **Mr. Dennis Carson**, Director, City of Lafayette Redevelopment Department, and Director, Lafayette Urban Enterprise Association, Lafayette
- 5) **Dr. David McKinnis**, Director, Purdue University Technical Assistance Program, West Lafayette
- 6) **Mr. Paul Chisholm**, President/CEO, Perry Chemical & Manufacturing Company, Inc., Lafayette
- 7) **Ms. Gina Sheets**, President, Clinton County Chamber of Commerce, and Director, Clinton County Economic Development, Frankfort

Involvement of agencies/entities. The Executive Team met twice during the period July 1—August 2. After being introduced to the scope and depth of the Strategic Skills Initiative the members immediately began contributing to the project by providing the names of prospective Consortium members. Executive Team members expressed support for composition of EGR #4 and recognized the inherent advantages in linking the Kokomo- and Lafayette-centered economies. From the perspective of their positions of leadership in industry, government, education, and economic development they welcomed the project's potential to align the strategies and resource allocation of economic development, education, and workforce development entities. They considered and approved the work plan and schedule of activities presented by the EGR staff.

The Consortium membership has been established to represent key stakeholder groups from all 12 EGR #4 counties. The Consortium will significantly contribute to and oversee the analysis and synthesis of data gathered by the EGR staff. It will provide guidance in the identification of critical industries, occupational and skill shortages, root causes, and solutions. The Consortium will also assist in the gathering of primary data by participating and encouraging others to participate in surveys, focus groups, one-on-one interviews, and the regional summit.

Funds requested and major steps to be undertaken in completing research. EGR #4 requests \$232,764 to conduct Research and Identification activities in support of the

Indiana Workforce Development Strategic Skills Initiative. The funds will be used to accomplish the following objectives:

- Identify critical industries and industry clusters by conducting a thorough review of existing secondary and primary source data and generating additional primary source data through the use of surveys.
- Analyze and quantify occupational and skill shortages that are prevalent within strategically critical growth industries by conducting a thorough review of secondary source data and through the use of surveys and focus groups.
- Determine root causes for occupational and skill shortages by drilling deeper into existing secondary and primary source data and by generating new primary source data through the extensive use of surveys, focus groups, one-on-one interviews.
- Develop solutions that will help alleviate occupational and skill shortages by conducting an extensive review of best practices and by honing in on the most feasible and efficacious regional solutions through the involvement of representatives from industry, education, and economic development in an in-depth dialogue via focus groups and a regional summit.

Work Statement.

Qualifications of key individual undertaking the work. The Core Agent for EGR 4 will employ a permanent, full-time staff member who will become the Region's Strategic Planner for Workforce Development. The recruitment and selection of the Regional Planner will be done in consultation with the Secondary Agent and the Regional Consortium Executive Team. The Planner will have had extensive experience in the following:

1. Collecting descriptive information on economic, demographic and social characteristics, including inter-and intra-regional comparisons and time trends.
2. Using analytical tools and modeling capabilities that provide an understanding of the current situation and likely impacts of alternative future states.
3. Using diagnostic tools to identify trends, including technological breakthroughs and innovations that can be capitalized upon as a competitive advantage or niche for the region.
4. Using research capacity to collect primary data to complement U.S. Census, Bureau of Economic Analysis and Bureau of Labor Statistics and other secondary data sources such as the Indiana Business Research Center.
5. Using web-based benchmarking tools to assess strengths, limitations, opportunities and challenges.
6. Conducting educational forums and workshops to ensure data, information, and analyses are well understood by regional constituents and partners.
7. Organizational development capacity to build a permanent strategic planning component within the future EGR 4 Regional Operator entity.
8. Writing briefing papers and reports to inform external stakeholders about regional development.

The Regional Planner will be supported by the staff members of the current Region 4 and 5 WIBs, especially the respective WIB directors. Both directors and their staffs have been involved in strategic planning for their respective WSAs since the advent of WIA, albeit on a less intensive basis than envisioned in the SSI process.

Coordination of the SSI across current WIB boundaries. We have not experienced, nor do we anticipate "turf" issues with respect to regional planning for what is essentially the merger of two current WSAs. The relative sizes of the populations of the two areas being merged are approximately 300,000 in the Tecumseh Area and 150,000 in the North

Central Area, or a ratio of two to one (2:1). Regional Consortium and Executive Team membership have been apportioned accordingly. Consortium meetings are being planned for central locations within the new EGR that will accommodate all members. Webinar conferencing through our anticipated contract with Workforce Associates, Inc. will also be utilized to connect Consortium members and other stakeholders throughout the planning process to alleviate the time and expense of traveling across such a geographically large region.

Early discussions among the Executive Team have focused on the many advantages inherent in the new regional designation: 1) more economic clout; 2) future development opportunities along the Hoosier Heartland Corridor; and 3) expanded influence of Purdue University into the Kokomo area. The Executive Team has also identified many similarities within the two current WSAs, e.g., reliance on the transportation equipment industry, prominence of the manufacturing sector, agriculture- and agribusiness-based communities, and the significance of the Hispanic workforce.

The affected WIBs and their directors are fully committed to advancing the growth of the new region rather than promoting the old WSA structure.

Integration of regional sector and industry representatives in the research and analysis process. Representatives of specific sectors and industries will be involved in each phase of the research and analysis process, beginning with the formation of the SSI Consortium itself, and extending throughout the Occupational and Skill Shortage Identification, Root Cause Determination, and Solution Development phases:

1. Consortium Membership. Twenty-four (24) Consortium members have been recruited to represent the major, currently recognized, industry clusters, and the most prominent sectors, including education (all levels), government, general business/economic development, labor, foundations, service provider organizations, and those representing diverse groups, especially the Hispanic workforce. Please refer to Attachment I (EGR 4 Consortium Membership).
2. Identification of critical industries/industry clusters and their occupational and skill shortages. Industry representatives will be used as sources of primary data through the Job Vacancy Survey conducted under contract with ERISS. We will also draw upon information derived from the Business Retention & Expansion interviews already being systematically conducted by the region's local economic development organizations. (That information is available through the web-based versions of *Synchronist* [used in the Tecumseh Area] and *Executive Pulse* [used in the North Central Area].) We will also conduct telephone, mail, web-based surveys and host local and/or regional focus groups for selected industry representatives using the capabilities of the Regional Planner. Webinar technology will be utilized as much as possible in conducting focus groups in order to minimize travel.

3. Analysis and quantification of occupational and skill shortages. Assumptions and conclusions drawn from the identification phase of the occupational and skill shortage analysis will be validated by representatives of the affected industries. Existing primary source data from the EGR 4 WorkKeys database, Healthcare Skills Alliance database, and Wage & Benefit survey will be utilized. Focus Groups consisting of a targeted group of industry representatives will be conducted using the capabilities of the Regional Planner.
4. Determine Root Causes/Determine Solutions. Once research has been completed on root causes based on secondary sources, representatives from targeted industries, industry associations, economic and community development organizations, and secondary and post-secondary educational institutions will be invited to a summit at which preliminary root cause findings will be presented, validated, and quantified. The summit will also be used to present the Consortium's initial recommendations for meaningful, feasible, short- and long-term solutions to the root causes. Based on the summit results, the Consortium will refine its root cause analysis to accommodate the feedback of summit attendees and adapt its proposed solutions accordingly. Summit attendees will be presented with the final "solutions report" for verification. This presentation will be conducted using webinar technology, if feasible, or via E-mail, if not. We anticipate the realities of "meeting fatigue," time limitations, and potential winter travel hazards will come into play at this point in the planning process.

Major Primary Research to be Performed. Listed below is a summary of the primary research to be performed. These activities have also been addressed throughout the narrative provided above.

1. Workforce-related responses contained in two regional Business Retention & Expansion databases populated with information that local economic development organizations have gathered through their interviews with business executives over the past year will be aggregated and analyzed.
2. Primary source data will also be extracted from the Tecumseh Area's Education-Business Summit and WorkKeys database and from information provided by the North Central Area's Healthcare Skills Alliance and Wage & Benefits Survey,
3. The Consortium will use the primary research data provided through the Job Vacancy Survey conducted by ERISS. We will build on this data by conducting telephone, mail, and web-based surveys to hone in on the skill shortages prevalent in those industries or industry clusters that cluster analysis reveals to be critical to the regional economy. We will contract with an information services vendor to design and conduct surveys for regional educators, community college students, and incumbent workers. We will also employ the use of local and/or regional focus groups at this stage if telephone, mail and web-based surveys prove insufficient.

4. Local and/or regional focus groups will be conducted to validate the accuracy of and quantify the Identification of Occupational and Skill Shortages and Root Cause findings derived from surveys and interviews. We plan to use webinar technology as the vehicle for conducting such focus groups whenever practicable.
5. We will sponsor an SSI regional summit for targeted industries, industry associations, and post-secondary educational institutions in order to present the Consortium's initial analysis of root causes with their apposite solutions. Through the summit we expect to have the root causes validated and quantified, and to get an initial response to the proposed solutions.
6. The final primary research activity in the Research and ID Phase will involve providing all summit attendees, either through webinar or the EGR website, a draft copy of the final "solutions report" for verification prior to submission to DWD.
7. The Planning Activities and Schedule chart is included as Attachment II. A timeline for the project is also included in Gantt Chart format as Attachment III.



INDIANA
WORKFORCE
DEVELOPMENT



Strategic Skills Initiative Research & ID Grant
Line Item Budget Request

Economic Growth Region #4

ITEM	AMOUNT REQUESTED
1. Staff Costs	\$116,500
2. Consultant Assistance	40,000
3. Travel Expenses	3,000
4. Other Expenses	73,174
TOTAL REQUEST	\$232,674

BUDGET NARRATIVE/JUSTIFICATION

1. **Staff Costs:**

Regional Planner (To Be Hired): PS/PB @ \$39.23/hr. @ 1,000 hrs. = \$39,230

WIB Director (Feldhaus): PS/PB @ \$36.09/hr. @ 500 hrs. = \$18,045

WIB Director (Byrd): PS/PB @ \$43.06/hr. @ 500 hrs. = \$21,530

Executive Assistant (Goings): PS/PB @ \$28.45/hr. @ 500 hrs. = \$14,225

Policy Associate (Burns): PS/PB @ \$31.15/hr. @ 500 hrs. = \$15,575

Primary Agent Controller (Detzner): PS/PB @ \$31.58/hr. @ 250 hrs. = \$7,895

2. **Consultant Assistance:**

Purdue University Center for Regional Development: \$10,000 for assistance in industrial cluster identification and analysis. A contract will be negotiated that meets all applicable state and local procurement requirements.

Information Services (Vendor To Be Determined): \$20,000 for assistance in the design and conduct of surveys for secondary school officials, community college students, and incumbent and dislocated workers. A contract will be negotiated that meets all applicable state and local procurement requirements.



BUDGET NARRATIVE/JUSTIFICATION (Continued)

Website Designer (Vendor To Be Determined): \$10,000 for assistance in the design of an EGR #4 website to be used for surveying targeted groups and communicating SSI progress to stakeholders. A contract will be negotiated that meets all applicable state and local procurement requirements.

3. Travel Expenses:

Automobile mileage reimbursement: Regional and In-state travel for SSI staff @ the average reimbursement rate of \$0.345/mile (\$0.285 for Primary Agent staff; \$0.405 for Secondary Agent staff). Estimated mileage @ 1,100 miles per month for the 8-month period 07/01/05-02/22/06 = \$3,000.

4. Other Expenses:

Job Vacancy Survey Professional Services Agreement (ERISS): ERISS professional services for conducting a Job Market Survey were procured by IDWD. EGR #4's share of the total cost is \$13,455.

Webinar Technology Sub-license (Workforce Associates, Inc.): EGR#4 will enter into an agreement with Workforce Associates, Inc. to "piggyback" on its license for the use of webinar technology. The professional services of Workforce Associates, Inc. were procured by IDWD. EGR#4 will use the webinar technology to create a regional conferencing capability via the Internet and thereby reduce travel time and expense for conferees. The quoted cost is \$9,950.

Regional SSI Summit: A Summit will be held near the end of the planning process to present findings and proposed solutions for review and comment. Facility rental and food/beverage expenses for an estimated 200 attendees are expected to be \$3,000.

Printing: The cost of printing interim and final reports for distribution to potentially 8,000 regional stakeholders is expected to cost approximately \$10,000.

Postage: The cost of mailing 8,000 reports and other miscellaneous project-related items is budgeted at \$0.33 per item for a total of \$2,640.

Computer Software and Equipment. A laptop computer and peripherals will be needed for the Regional Planner at the estimated cost of \$4,000. Additional software for data analysis, report generation and presentation is expected to cost an additional \$4,000. The total cost of equipping the Regional Planner's workstation is budgeted at \$8,000.

Audit Costs. Independent audit @ \$6 per \$1,000 will total \$1,200.



BUDGET NARRATIVE/JUSTIFICATION (Continued)

Shared Cost Pool Expenses. The allocation of pooled expenses attributable to SSI is expected to be 12% of the project's direct costs based on the Primary Agent's Cost Allocation Plan for a total of \$24,929.

Economic Growth Region 4 (EGR) Consortium Membership

Category	Representative	1 Benton	2 Carroll	3 Cass	4 Clinton	5 Fountain	6 Howard	7 Miami	8 Montgomery	9 Tippecanoe	10 Tipton	11 Warren	12 White
Adult Education	JoAnn Vorst									✓			
Business/Economic Development	Laura Sheets						✓						
Business/Economic Development	Mark Davis									✓			
Chamber/Economic Development	Gina Sheets				✓								
Diversity/Industry	Carlos Nunez							✓					
Economic Development	Jim Tidd							✓					
Education Post- Secondary	David McKinnis									✓			
Education Post- Secondary	Jan Bailey			✓									
Education K-12	Dale Jones	✓											
Education K-12	Jim Hanna				✓								
Foundations	Roy Stroud											✓	
Government/Business	Ron Alting									✓			
Government/Economic Development	Dennis Carson									✓			
Government/Economic Development	Jason Hester						✓						
Industry	Beth Washington						✓						
Industry	Brian Shockney			✓									
Industry	Dave Bertolino									✓			
Industry	Mike Godlove												✓
Industry	Paul Chisholm									✓			
Industry	Tom McKinney										✓		
Industry/Economic Development	Bill Henderson								✓				
Labor	Don Scheiber									✓			
Service Provider Organizations	Robert Taylor					✓							
WorkOne	Deb Waymire		✓										



Strategic Skills Initiative EGR #4 Planning Activities and Schedule

Pre-project Activities: - Familiarization with SSI - Assemble SSI Executive Team and Consortium - Executive Team meeting preparation - SSI Planning Grant application preparation - Recruit Planner - Solicit for Contractual Services Agreements	Timeline: 07/01/05 – 09/05/05	Staff Responsible & Agency: WIB Directors, assisted by other EGR staff	Effort/Work Hours: 170 hours	Product Produced (if applicable): EGR prepared for start of SSI project activities
Project Activity 1: Consortium/Executive Team Meetings	Timeline: 09/06/05 – 02/21/06 (See Gantt Chart for specifics)	Staff Responsible & Agency: WIB Directors, assisted by Planner and other EGR Staff	Effort/Work Hours: 168 hours	Product Produced (if applicable): Planning guidance; work product validation
Project Activity 2: Identification of critical industries/industry clusters - Review secondary source data	Timeline: 09/06/05 – 09/20/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 98 hours	Product Produced (if applicable): Initial cluster analysis report
Project Activity 3: Identification of critical industries/industry clusters - Collect and review Primary data	Timeline: 09/06/05 – 09/20/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 49 hours	Product Produced (if applicable): Intermediate (1) cluster analysis report
Project Activity 4: Identification of critical industries/industry clusters - Establish location quotient	Timeline: 09/06/05 – 09/20/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 28 hours	Product Produced (if applicable): Intermediate (2) cluster analysis report
Project Activity 5: Identification of critical industries/industry clusters - Conduct the cluster analysis	Timeline: 09/06/05 – 09/20/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 23 hours	Product Produced (if applicable): Final cluster analysis report



Project Activity 6: Identification of occupational skill shortages within critical industries – Review secondary source data	Timeline: 09/20/05 – 10/12/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 75 hours	Product Produced (if applicable): Initial occupation & skill shortages report
Project Activity 7: Identification of occupational skill shortages within critical industries – Review existing Primary data and collect new Primary, e.g., WorkKeys data, vacancy survey data, and focus groups	Timeline: 09/20/05 – 10/12/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 112 hours	Product Produced (if applicable): Intermediate (1) occupation & skill shortages report
Project Activity 8: Identification of occupational skill shortages within critical industries – Validate secondary and Primary data conclusions, e.g., phone and mail surveys, focus groups and webinars	Timeline: 09/20/05 – 10/12/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 112 hours	Product Produced (if applicable): Intermediate (2) occupation and skills shortages report
Project Activity 9: Analyze and qualify occupational skill shortages	Timeline: 10/12/05 – 10/21/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 24 hours	Product Produced (if applicable): Intermediate (3) occupation and skills shortage report
Project Activity 10: Write Shortages Report	Timeline: 10/12/05 – 10/21/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 14 hours	Product Produced (if applicable): Final occupation and skills shortage report
Project Activity 11: Determination of Root Causes – Review secondary and Primary industry data sources	Timeline: 10/07/05 – 10/28/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 112 hours	Product Produced (if applicable): Initial root causes report



Project Activity 12: Determination of Root Causes – Review secondary and Primary education and training data sources	Timeline: 10/07/05 – 10/28/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 112 hours	Product Produced (if applicable): Intermediate (1) root causes report
Project Activity 13: Determination of Root Causes – Conduct wage and benefit analysis of the occupations deemed critical	Timeline: 10/07/05 – 10/28/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 112 hours	Product Produced (if applicable): Intermediate (2) root causes report
Project Activity 14: Determination of Root Causes – Conduct surveys of area school counselors, community college students, and incumbent/dislocated workers	Timeline: 10/28/05 – 11/25/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 112 hours	Product Produced (if applicable): Intermediate (3) root causes report
Project Activity 15: Determination of Root Causes – Focus groups with employers, workers and educators	Timeline: 10/28/05 – 11/25/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 180 hours	Product Produced (if applicable): Intermediate (4) root causes report
Project Activity 15: Determination of Root Causes – Conduct one-on-one employer interviews	Timeline: 10/28/05 – 11/25/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 156 hours	Product Produced (if applicable): Intermediate (5) root causes report
Project Activity 16: Determination of Root Causes – Qualify and quantify root causes data in order to determine the importance and projected future impact of skills shortages	Timeline: 11/25/05 – 12/08/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 112 hours	Product Produced (if applicable): Draft of final root causes report
Project Activity 17: Write Root Cause Report	Timeline: 12/08/05 – 12/16/05	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 112 hours	Product Produced (if applicable): Final root causes report



Project Activity 18: Determine Regional Solutions – Review of best practices related to the identified root causes	Timeline: 12/16/05 – 01/07/06	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 336 hours	Product Produced (if applicable): Initial solutions report
Project Activity 19: Determine Regional Solutions – Conduct key stakeholder focus groups – industry, education and training, and economic development	Timeline: 01/07/06 – 01/24/06	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 224 hours	Product Produced (if applicable): Intermediate (1) solutions report
Project Activity 20: Determine Regional Solutions – Hold a Regional Summit to release preliminary findings from the SSI initiative	Timeline: 01/24/06- 01/31/06	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 224 hours	Product Produced (if applicable): Summit attendees’ feedback/perception check
Project Activity 21: Determine Regional Solutions – Validate and edit the regional findings and preliminary report based on Summit outcomes	Timeline: 01/31/06 – 02/07/06	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 112 hours	Product Produced (if applicable): Draft of final solutions report
Project Activity 22: Determine Regional Solutions – Write the Regional Solutions Report	Timeline: 02/07/06 – 02/21/06	Staff Responsible & Agency: Planner, assisted by other EGR staff and WIB directors	Effort/Work Hours: 224 hours	Product Produced (if applicable): Final solutions report

SSI Timeline

Attachment III

	8/5	8/22	9/6	9/13	9/20	9/27	10/7	10/12	10/14	10/21	10/28	11/4	11/11	11/18	11/25	12/2	12/8	12/16	1/7	1/24	1/31	2/7	2/21
Proposal Submitted	X																						
Grant Awarded		X																					
Hire Staff			X																				
Staff Start			X																				
Consortia/Exec. Meetings			X		X				X		X						X			X		X	
Skills Shortage Report										X													
Review secondary source data to id key industries/ clusters					X																		
Collect/review primary data					X																		
Synchronist																							
Exec Pulse																							
NCI Healthcare																							
Vacancy Survey																							
Location Quotient					X																		
Cluster Analysis					X																		
Review secondary source data to id critical occupations								X															
Collect/review primary data								X															
Vacancy Survey																							
Hard to fill																							
Deficiencies																							
Work Keys																							
CCES (IVTC)																							
NCI Skills Alliances																							
Job Orders - WorkOne																							
Survey								X															
Focus Groups/Webinar								X															
Write Report								X															
Submit Report										X													
Root Cause Report																							
Review secondary/primary industry data sources											X												
Vacancy study - industry											X												
Review secondary/primary education/trng data sources											X												
Wage/Benefit Analysis											X												
Aggregate local data																							
ERISS																							
NCI Wage/Benefit Survey																							
Surveys															X								
Area Schools-Car. Awnrss																							
INC/DW Works																							
Focus Groups															X								
Employers																							
Workers																							
Schools																							
Employer Interviews															X								
Qualify/Quantify Data																	X						
Review all root causes																							
Importance - rank																							
Projected future of skills shortages																							
Write Report																	X						
Submit Report																		X					
Regional Solutions Report																							
Review best practices																			X				
Conduct key stakeholder focus groups																				X			
Education/Training																							
Industry																							
Econ. Dev.																							
Summit - Release findings																					X		
Validation of Regional findings/Report																						X	
Finalize Report/Grant Application																							X
Submit Report																							X